

Technology Industry High Potentials

Challenge: Hogan teamed up with a leading, global IT services and products provider to identify characteristics associated with High Potential success. Specifically, the company wanted to examine patterns of promotions and turnover for employees in a global, High Potential development program.

Solution: Hogan examined data from 223 High Potentials. Data included promotions and turnover, along with results from the Hogan Personality Inventory (HPI), Hogan Development Survey (HDS), and Motives, Values, Preferences Inventory (MVPI). The HPI is a measure of everyday, normal personality tendencies, the HDS measures characteristics that can derail or inhibit performance, and the MVPI assesses an individual's core drivers and values.

Result: Approximately 33% of High Potentials who participated in the program received promotions, which were related to a number of individual characteristics. Specifically, those who tend to proactively communicate and make a positive first impression (higher HPI Sociability), act decisively and accept challenges willingly (lower HDS Cautious), push the limits and make quick decisions (higher HDS Mischievous), are influential and engage others (higher HDS Colorful), value risk-taking and tolerate ambiguity (lower MVPI Security), enjoy financial gain (higher MVPI Commerce), and appreciate diverse viewpoints (lower MVPI Tradition) tended to receive promotions.

Also, we identified scales related to involuntary turnover. Individuals who may communicate reactively (lower Sociability), appear overly cooperative but may not develop their own agenda as a leader (lower HPI Leisurely), make decisions slowly and exhibit a resistance to change (Higher HDS Diligent), appear reluctant to take independent action (higher HDS Dutiful), and prefer low-risk, predictable work environments (higher MVPI Security) tended to leave involuntarily.

Overall, these results should better enable the company to develop High Potential leaders in the global development program and prepare them for future, successful leadership positions.